

GREENSBORO POLICE DEPARTMENT

ORGANIZATIONAL STRUCTURE AND FUNCTIONS GUIDE

July 2004

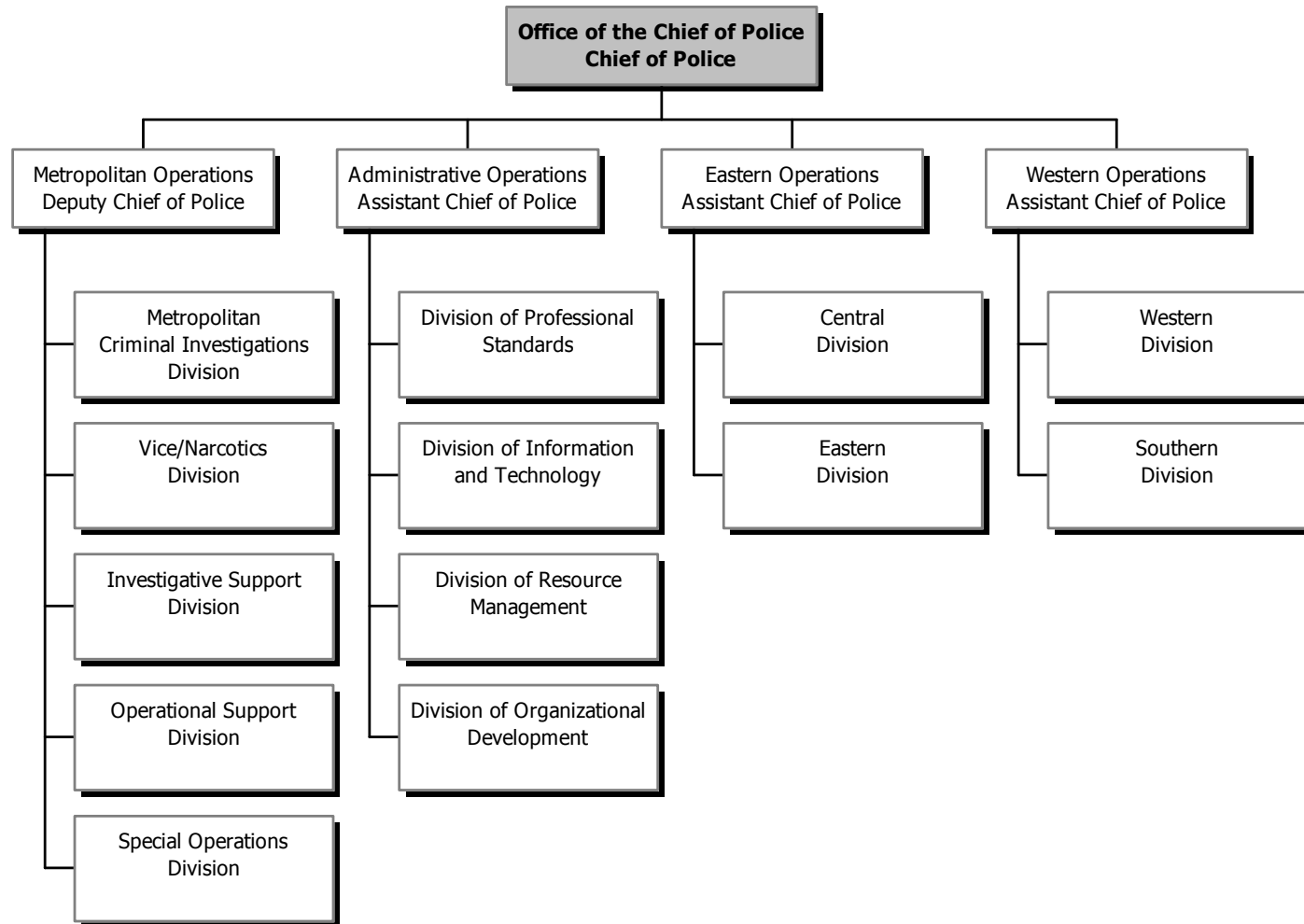


David A. Wray
Chief of Police

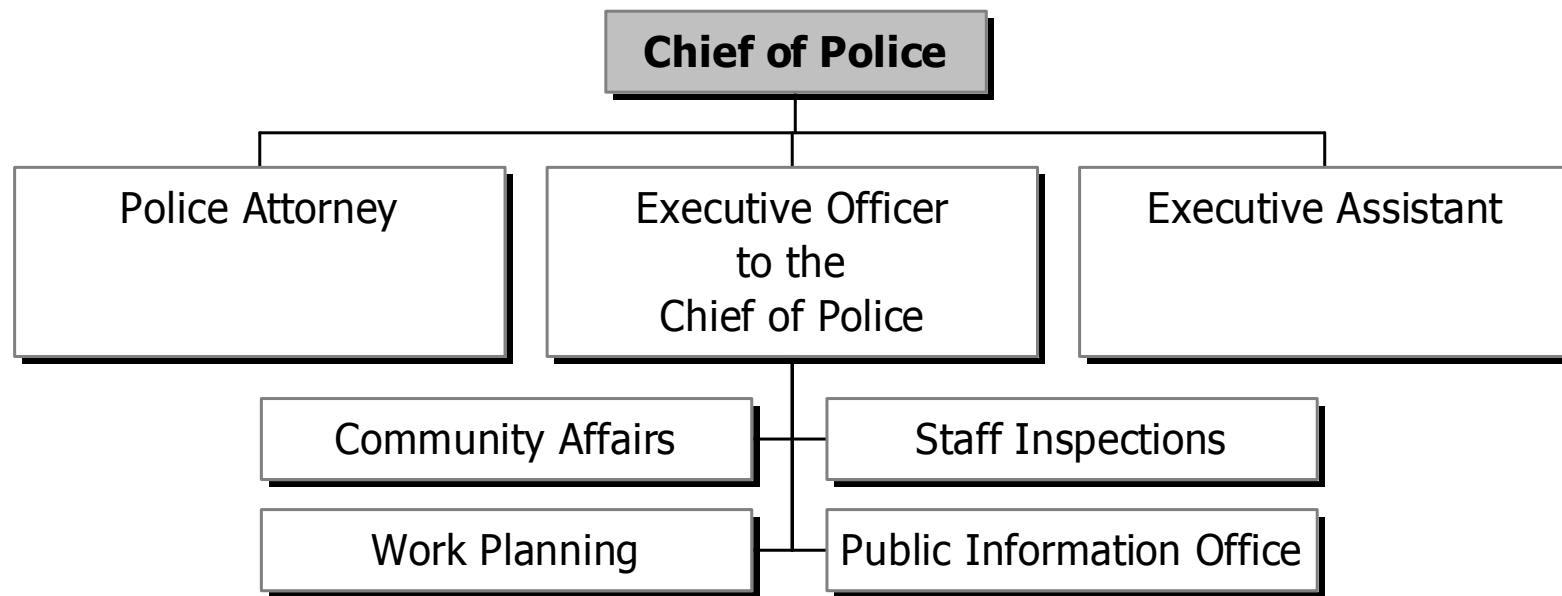
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The Greensboro Police Department



Office of the Chief of Police



GREENSBORO POLICE DEPARTMENT **ORGANIZATIONAL STRUCTURE AND FUNCTION**

The Greensboro, North Carolina, Police Department is an organization of 547 sworn Law Enforcement Officers and 124 non-sworn employees. The Police Department has five major components: Office of the Chief of Police, Metropolitan Operations Bureau, Administrative Operations Bureau, Western Operation Bureau and Eastern Operations Bureau. Throughout these components, the 671 authorized personnel are assigned within thirteen separate Divisions. A full range of law enforcement services is provided for all citizens through the various components of the Police Department.

The following information provides a brief description of the function and personnel complement of each organizational component of the Department:

OFFICE OF THE CHIEF OF POLICE

Chief of Police

- 1 Chief of Police
- 1 Executive Assistant

The Chief of Police directs and is responsible for the control of all police department operations in accordance with ordinances, policies and regulations established by the City of Greensboro and the City Manager. The Chief of Police reports to the Deputy City Manager. The Chief of Police exercises direct supervision over the Deputy Chief of Police, the three (3) Assistant Chiefs of Police, the Police Attorney, the Executive Assistant to the Chief of Police and the Executive Officer to the Chief of Police

Police Attorney

- 1 Police Attorney

The Police Attorney provides legal assistance and counsel to the Chief of Police in the formulation of policies, procedures, revision of rules, administration of discipline, and the daily operation of the Department.

Executive Officer to the Chief of Police

- 1 Lieutenant
- 1 Administrative Assistant

The Executive Officer to the Chief of Police prepares special reports and handles administrative concerns as directed by the Chief of Police. He provides direct assistance to the Chief of Police in the overall administration of the department's operation. He is responsible for developing work plans for the Department and for the direction and control of the operational and the administrative activities of all personnel under his command. He formulates and executes command decisions relative to special and routine police problems within his scope of authority.

Staff Inspections Section

2 Police Officers

This Section provides an additional source of information for the Chief of Police regarding the efficiency and effectiveness of Departmental Operations. The Staff Inspections Section conducts an on-going process of inspections and audits of Departmental functions, equipment, policies, procedures and personnel.

Community Affairs

1 Community Affairs Director

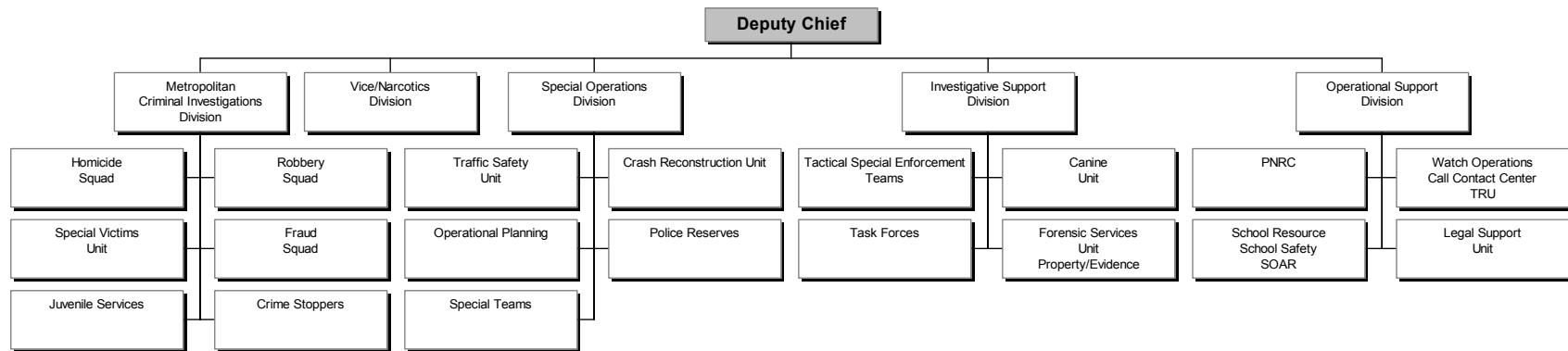
The Office of Community Affairs serves in an advisory role to the Executive Officer to the Chief of Police. In this capacity, the Office has the responsibility to collect factual information gained through contacts with various community groups, individuals, and organizations. The Community Affairs Director analyzes this information to specifically define community attitudes, problems or needs, and recommends an appropriate course of action. This section coordinates activities of the Speaker's Bureau and other departmental activities not assigned to specific Divisions. Additionally, this section publishes the monthly Department Newsletter and the Department Annual Report.

Public Information/Marketing

1 Public Information Officer

The Public Information/Marketing Office is responsible for establishing positive and productive relationships with the public and news media outlets. This office is responsible for releasing information to the public as directed by the Chief of Police. This office is also responsible for developing and implementing programs that serve to publicize the positive aspects of the Police Department's efforts in serving the public interest.

Metropolitan Operations



Metropolitan Operations Bureau

1 Deputy Chief of Police

The Metropolitan Operations Bureau is commanded by the Deputy Chief of Police, who reports directly to the Chief of Police. The following components of the Department are assigned to this Bureau.

Criminal Investigations Division

1 Captain
1 Lieutenant
1 Administrative Assistant

The Criminal Investigations Division is composed of five (5) investigative squads that are responsible for conducting follow-up investigations of reported offenses. The Crime Stoppers Program is also organized within this Division. The investigative squads and the functions that are assigned to each are described in the following paragraphs.

Homicide Squad

1 Sergeant
1 Corporal
5 Detectives
1 Multiple Offender Coordinator

The Homicide Squad is responsible for investigating all death cases, as well as attempted suicides, that come to the attention of the Greensboro Police Department. The only exceptions to this requirement are those cases involving children under the age of sixteen (16) years. Cases involving children younger than sixteen (16) years of age are investigated by the Juvenile Services Squad.

Special Victims Unit

1 Sergeant
2 Corporals
6 Detectives

The Special Victims Unit is responsible for investigating all assaults, sex-related offenses and adult missing person cases that are reported to the Greensboro Police Department. This squad is also responsible for investigating any reports of abuse or exploitation of elderly persons in the City.

Juvenile Services Squad

1 Sergeant
2 Corporals
6 Detectives

The Juvenile Services Squad investigates offenses reportedly committed by or against juveniles. This includes all cases of suspected Sudden Infant Death Syndrome (SIDS) and other death cases in which the victim is under the age of sixteen (16) years. The

Juvenile Services Squad conducts conferences concerning juvenile behavior and forwards reports to Juvenile Court.

Robbery Squad

1 Sergeant
1 Corporal
6 Detectives

The Robbery Squad is assigned the responsibility of investigating all reported robbery offenses that occur throughout the City. This includes both offenses committed against commercial establishments, as well as those committed against individuals.

Fraud Squad

1 Sergeant
1 Corporal
7 Detectives
1 Polygraph Operator (Detective)

The Fraud Squad investigates all cases involving financial crimes, which include forgery, fraud and false pretense. The Department's Arson investigator, who works with the Greensboro Fire Department to resolve cases of arson, is also assigned to the Fraud Squad. The Department's Polygraph Operator is also assigned to this squad.

Crime-Stoppers

1 Crime Stoppers Coordinator
1 Crime Stoppers Assistant

This unit is responsible for coordination of information received via the special Crime-Stoppers telephone number and for information leading to the apprehension of persons involved in criminal offenses.

Vice/Narcotics Division

1 Captain
1 Lieutenant
1 Administrative Assistant

The Vice/Narcotics Division consists of two sections. These sections and the functions of each are described in the following paragraphs.

Vice Squad

1 Sergeant
1 Corporal
7 Detectives

This squad is responsible for the enforcement of vice laws and the investigation of vice activities of an organized or commercial nature such as gambling, prostitution, and liquor law violations.

Narcotics Squad

1 Sergeant
1 Corporal
7 Detectives

This squad is responsible for the investigation of illegal narcotic and controlled substance sales, possession, and use, including illegal use of prescription drugs. It also conducts special education and enforcement programs targeted at drug abuse reduction.

Special Operations Division

1 Captain
1 Lieutenant

The Special Operations Division is a support unit responsible for providing direct assistance to patrol officers assigned throughout the Department. The Division accomplishes its goals through the efforts of three (3) principle work units that are involved in traffic enforcement activities throughout the City, follow-up activities on selected motor vehicle accidents and the preparation of operational plans for special events. The Division is also responsible for administering the Police Reserves Program and Departmental Special Teams.

Traffic Safety Unit

1 Sergeant
1 Corporal
11 Police Officers

The Traffic Safety Unit is responsible for selective traffic enforcement activities designed to reduce accident-causing violations, the investigation of school bus violations, addressing citizens' traffic complaints and staffing the highway speed enforcement program.

Crash Reconstruction Team

1 Sergeant
1 Corporal
4 Police Officers

This Team is responsible for follow-up investigation of traffic fatalities, hit and run crashes, and other serious motor vehicle crashes.

Operational Planning

2 Police Officers

This unit is responsible for developing operational plans for all major events that occur within the City of Greensboro that will require some type of police assistance or intervention.

Police Reserve Corps

The Police Reserve Corps has an authorized strength of one hundred officers. Reserve Corps members supplement patrol, tactical, and investigative functions with trained, volunteer manpower. Reserves represent many civilian occupations; each Reserve Officer must work a minimum of ten hours per month in an operational police assignment to maintain Corps membership. Currently there are 30 active Reserve Officers.

Special Teams

Five well-equipped and specially trained teams of police officers are available 24 hours a day to perform a variety of unique functions. Department members volunteer to serve on a special team in addition to their regular duty assignment. Currently, eighty (80) officers serve on these teams, often at extreme risk to their own safety. A brief description of each team's responsibilities is presented in the following paragraphs:

Hazardous Devices Team - Consisting of nine (9) officers, this unit is responsible for the safe handling and disposal of explosive devices and materials that are encountered by other officers and citizens. The team also conducts training for local industry in bomb search techniques.

Special Response Team - Staffed by twenty-five (25) members, this unit responds to and handles a variety of special tactical problems, including hostage situations, barricaded persons, suicide threats, and other unusual high risk situations.

Underwater Recovery Team - Consisting of ten (10) officers, this unit conducts underwater searches for evidence, stolen property, drowning victims, and performs other underwater activities related to investigations.

Negotiations Team - Staffed by twelve (12) officers, this team is utilized to negotiate the release of persons taken hostage, to effect the negotiated termination of barricaded person situations, or negotiate the end to aggravated suicide situations.

Honor Guard - Staffed by twenty-five officers, this unit provides a ceremonial presence at funerals of active and retired officers, on Police Memorial Day, and at other appropriate activities.

Investigative Support Division

1 Captain
1 Lieutenant

The Investigative Support Division is composed of a number of special units whose mission is to support the investigative and crime suppression efforts of the Greensboro Police Department. A description of the unit responsibilities assigned to this Division is included in the following paragraphs.

Tactical Special Enforcement Teams

4 Sergeants
4 Corporals
28 Police Officers

The Tactical Special Enforcement Teams are responsible for conducting enforcement operations designed to suppress a wide variety of criminal activity. This unit focuses much of its attention on the enforcement of street-level drug sales and other activities associated with violent crime. Most of the activities of this unit are conducted using uniformed officers. However, when circumstances require, plain-clothes operations are also conducted.

Canine Squad

1 Sergeant
1 Corporal
7 Police Officers
12 Canines

The Canine Squad conducts searches of buildings and crime scenes for evidence, suspects, missing persons or drugs. Tracking or trailing of suspects can be performed by any of the squad's twelve canines. Service from this Section is available 24 hours a day.

Forensic Services Unit

1 Forensics Administrator
1 Forensic Team Supervisor
2 Crime Scene Investigator Supervisors
1 Forensic Imaging Specialist
21 Crime Scene Investigators

This section operates on a 24-hour-per-day basis and has the primary responsibility of providing field support related to evidence gathering and processing of crime scenes. Operations include photography services, limited evidence analysis, processing and identifying fingerprints, and maintenance of fingerprint cards. Section personnel perform the Department's chemical testing for the Driving While Impaired program.

Property/Evidence Section

1 Supervisor
5 Property/Evidence Technicians

The Property and Evidence Section is responsible for receipt, process, and storage of evidence, found property, and confiscated property; arranges for analysis of evidence by other agencies; and is responsible for disposing of evidence and stored property pursuant to Departmental procedures and State Statutes.

Task Forces

The Greensboro Police Department is currently engaged in a number of Task Force operations with agencies representing a number of governmental entities throughout the region. The nature of these task forces demands that the number and type of personnel assigned to them is fluid and flexible. Consequently, no personnel positions are permanently assigned to these task forces. However, for purposes of administrative oversight, task forces are assigned to the Investigative Support Division.

Operational Support Division

1 Captain
1 Lieutenant

The Operational Support Division provides a broad range of services that are in support of the overall service mission of the Greensboro Police. The work units assigned to this Division are engaged in educational, outreach and service activities and accomplish their mission through the following components:

School Resource/School Safety

1 Sergeant
1 Corporal
14 Police Officers

The School Resource/School Safety Section serves as a law-enforcement related resource to Guilford County Schools within the City of Greensboro. The School Safety Officer (Corporal) is assigned to the section. This officer promotes safety in the elementary schools by developing and presenting special programs. The School Safety Officer also coordinates the Safety Town program, supervises school-crossing guards and supervises the Student Outreach And Recruiting Program. The section's fourteen (14) School Resource Officers provide service to fourteen secondary schools in the form of law enforcement, law-related instruction and law-related counseling. The SOAR program is an innovative approach to recruiting that is designed to overcome some of the shortcomings that are inherent in traditional methods of recruiting, hiring, and training new police officers. SOAR identifies Guilford County students that might be interested in law enforcement careers while they are still in high school. These students are exposed to the demands of law enforcement and are guided in their studies so that they will be prepared for a police career upon graduation from college.

Watch Operations Center

1 Supervisor
4 Specialists

The Watch Operations Center provides a 24-hour liaison between the department and citizens, other law enforcement agencies, and the media. The Center receives inquiries, requests, and complaints from the public and ensures they are appropriately handled or resolved. The Watch Operations Center provides a focal point for resources which are available to police personnel and citizens. The Watch Operations Center specialists are expected to utilize effective and courteous interpersonal skills with citizens and department members.

Telephone Response Unit

6 Specialists

The Telephone Response Unit is responsible for completing case reports for those incidents that do not require the presence of a sworn officer.

Legal Support Unit

1 Sergeant
1 Corporal
5 Police Officers
1 Taxi Coordinator
1 Court Liaison Specialist

This section is responsible for processing and serving legal papers, as well as the service of subpoenas to police officers and members of the public. The Section is also responsible for managing the duties that are necessary to insure that taxicabs are inspected and that all permits issued to taxi cab drivers are reviewed. This Section also supervises the Court Liaison function, which coordinates the appearance of officers in court.

Police Neighborhood Resource Center

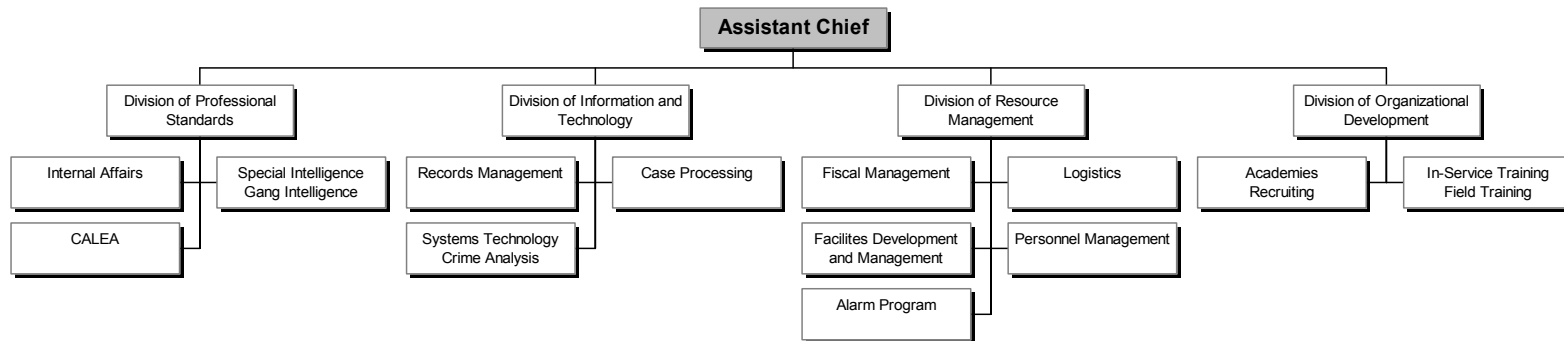
1 Sergeant
1 Corporal
9 Police Officers

Building on the concept of "Storefront Police Stations," Police Neighborhood Resource Centers (P.N.R.C.s) are located on-site in the major public housing communities that are managed by the Greensboro Housing Authority. Uniformed foot patrol officers and resident volunteers are stationed in the P.N.R.C.s. The goal of these Centers is to maximize police visibility and to enhance coordination and referral efforts to secure prevention, education and treatment programs for residents.

Call Contact Center

The Call Contact Center is designed to receive in-coming calls to the Department that are not of an emergency nature. The center is meant to respond quickly and accurately to telephone requests and to cut through bureaucratic "red tape" that often leaves telephone customers frustrated and dissatisfied with the level of service they receive. The Call Contact Center is currently under development and has not been fully implemented as of the publication of this document.

Administrative Operations Bureau



Administrative Operations Bureau

1 Assistant Chief of Police

The Administrative Operations Bureau is commanded by an Assistant Chief of Police, who reports directly to the Chief of Police. The following components of the Department are assigned to this Bureau.

Division of Professional Standards

1 Captain

This Division performs investigations of an administrative nature within the Departmental framework. It provides internal control support for the Chief of Police through the following components:

Internal Affairs

1 Sergeant
2 Corporals
1 Administrative Assistant

The Internal Affairs Section investigates complaints against police personnel and conducts other administrative investigations at the direction of the Chief of Police. They report the results of such investigations to the Chief of Police. Also, this section conducts background investigations of all applicants for police employment.

Special Intelligence

1 Sergeant
1 Corporal
3 Detectives
1 Administrative Assistant

The Special Intelligence Section is responsible for gathering, analyzing and disseminating intelligence data related to subversive groups and other groups or individuals involved in criminal enterprise.

Gang Intelligence

1 Detective

The Gang Intelligence Detective provides multi-media presentations to students in the Greensboro high schools. These presentations are designed to direct students away from activities that are associated with street gangs and to provide them with alternative methods of socialization and interaction. The Gang Intelligence position is supervised by the Special Intelligence Sergeant.

Accreditation Management

1 Program Technician

The Accreditation Management Section is responsible for the Department's ongoing compliance with the standards of the Commission on Accreditation for Law Enforcement Agencies. In this regard, this section monitors Departmental policies and procedures to insure that they are consistent with applicable standards. This Section is responsible for coordinating the revision and development of the agency's system of Departmental Directives.

Division of Information and Technology

1 Captain

1 Operations Manager

The Division of Information and Technology is organized into three distinct organizational components, each responsible for a specific support service function. Some of these sections have multiple missions dependent on the expertise of assigned personnel. The following information provides a brief description of each component and the positions allocated:

Records Management

1 Records Administrator

5 Records Supervisors

11 Records Specialists

6 Records Clerks

This section is responsible for receiving, processing, filing, and maintaining police case reports and other related documents. It provides information and records assistance to the public and police personnel. The Section is responsible for the processing of reports and release of towed and stored vehicles, and coordinates computer based information retrieval and the Department of Criminal Information (D.C.I.) communications system for the Department.

Case Processing

1 Case Processing Supervisor

7 Case Processors

The Case Processing Section is responsible for receiving, transcribing, and verifying information related to police case reports and investigative documents that are used as input for the Department's information system. They also provide word processing services pertaining to correspondence, special reports and projects for the Department.

Systems Technology/Crime Analysis

3 Systems Administrators

4 Crime Analysts

This Section is responsible for the technology infrastructure and analysis functions that are a part of any modern law enforcement agency's requirements. The personnel of this Section work to insure that the various computer systems in use in the Department are properly maintained and serviced. In addition, this Section is responsible for producing the analytical reports that are used to support police operations throughout the agency.

Division of Resource Management

1 Captain
1 Lieutenant
1 Departmental Records Coordinator

The Division of Resource Management performs a number of support functions that are critical to the ability of the Department to accomplish its mission. Included in the responsibilities assigned to this Division are budget and planning, personnel management and logistics and supply. In addition, the Division is responsible for facilities planning and maintenance. In this capacity, the Division provides support to other City departments when the need for additional police facilities has been identified. This responsibility is not an ever-present one and is not supported by any fulltime positions.

Fiscal Management

1 Sergeant
2 Program Technicians

The Fiscal Management Section is responsible for conducting research studies and the development and evaluation of Departmental programs. The Section is also responsible for implementing Departmental budget procedures/processes and executing the Department's budget. This Section provides the Department's point-of-contact for other City Departments regarding the fiscal affairs of the agency and coordinates off-duty employment and payroll.

Logistics

1 Logistics Supervisor
1 Logistics Technician

The Logistics Section is responsible for the acquisition and issuance of all police uniforms and related equipment. This Section serves as the Department's liaison with the City's vehicle maintenance center, which coordinates the repair and replacement of the agency's vehicle fleet. The Logistics Section is also responsible for the security of the weapons arsenal and the repair and servicing of Departmental firearms.

Personnel Management

1 Personnel Management Supervisor
1 Personnel Technician
1 Benefits Specialist

The Personnel Management Section is responsible for implementing the provisions of the hiring process that has been established for individuals wishing to apply for employment with the Greensboro Police Department. This process includes all aspects of the employment process from initial intake of the application through to the point of making an offer of employment.

Alarm Program

1 Alarm Coordinator

The Alarm Program is the mechanism by which the Department implements the provisions of the City's alarm ordinance. The Alarm Coordinator is responsible for

maintaining all records applicable to the program and for monitoring compliance with the ordinance.

Division of Organizational Development

1 Captain
1 Lieutenant

The Division of Organizational Development is responsible for insuring that the members of the Greensboro Police Department possess the knowledge, skills and abilities that are required of their positions. The Division accomplishes this mission through the development of training programs and promotional processes that prepare employees for greater levels of responsibility throughout the course of their careers. The Executive Officer of this Division is responsible for coordinating the Field Training process, which is required of every person who desires to become a Police Officer. This training, which consists of fourteen (14) weeks of practical experience with a veteran officer, is conducted upon graduation from the Police Basic Introductory Course (P.B.I.C.)

Academies and Recruiting

1 Sergeant
1 Corporal
1 Police Officer

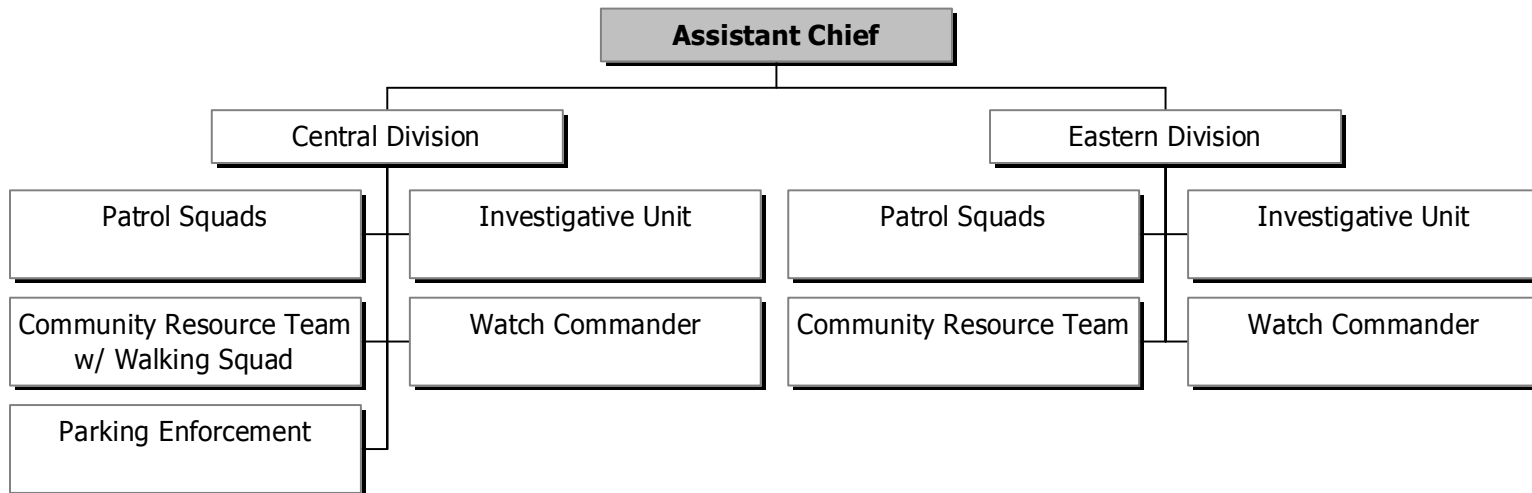
The Division of Organizational Development is responsible for implementing training programs that are designed to provide employees with the knowledge they require to perform their jobs. Initial training in the Academy Section involves the Police Basic Introductory Course (Recruit School) that is provided to all newly hired police officers. The Academy Section is also responsible for delivering advanced levels of training which prepare officers to accept additional responsibilities during their careers. These advanced training programs include Detective Academies, Supervisory Academies and other advanced training programs. This Section is also responsible for the recruitment of new officers who are interested in a law enforcement career with the Greensboro Police Department.

In-Service and Outside Training

2 Police Officers

In an effort to insure that officers of the Greensboro Police Department are prepared to meet the changing demands and expectations that will occur throughout their careers, the Department provides them with ongoing training. This is accomplished through In-Service Training programs, as well as exposure to outside training that is provided by educational institutions throughout the country. This process of continuous career development is coordinated by the In-Service and Outside Training Section.

Eastern Operations Bureau



Eastern Operations Bureau

1 Assistant Chief of Police
3 Customer Service Representatives

The Eastern Operations Bureau is commanded by an Assistant Chief of Police, who reports directly to the Chief of Police. The Bureau is composed of two (2) Divisions whose primary responsibilities are to provide patrol services to the geographical area served by the Bureau.

Central Division

1 Captain
2 Lieutenants
1 Administrative Assistant

The Central Division provides police services to an area that includes the Central Business District and residential neighborhoods on the perimeter of this District. It accomplishes its mission through the efforts of the following components.

Patrol Squads

8 Sergeants
8 Corporals
56 Police Officers

The patrol squads assigned to the Central Division provide first-level police services to the residents of the community. The patrol squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects and to enforce traffic and other safety-related laws and ordinances. The patrol squads are the most visible evidence of police presence in the City of Greensboro.

Community Resource Team

1 Sergeant
1 Corporal
6 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community. This team is also responsible for providing foot patrol in the City's Central Business District.

Investigative Unit

1 Sergeant
1 Corporal
3 Detectives
1 Investigative Aide

The members of the Investigative Unit are responsible for conducting follow-up investigations of crimes that are reported in the area served by the Central Division.

These crimes are generally of a type that is related to loss of property. These Detectives are supported in their efforts by the Criminal Investigations Division of the Metropolitan Operations Bureau and by the full range of forensic services provided by the Department.

Parking Enforcement

1 Sergeant
4 Parking Enforcement Specialists

The Parking Enforcement Section is responsible for the enforcement of various parking ordinances throughout the city.

Eastern Division

1 Captain
2 Lieutenants
1 Administrative Assistant

The Eastern Division provides police services to an area that includes the residential, commercial and industrial areas to the east of the downtown area of the city. The Division accomplishes its mission through the efforts of the following components.

Patrol Squads

8 Sergeants
8 Corporals
56 Police Officers

The patrol squads assigned to the Eastern Division provide first-level police services to the residents of the community. The patrol squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects and to enforce traffic and other safety-related laws and ordinances. The patrol squads are the most visible evidence of police presence in the City of Greensboro.

Community Resource Team

1 Sergeant
1 Corporal
4 Police Officers

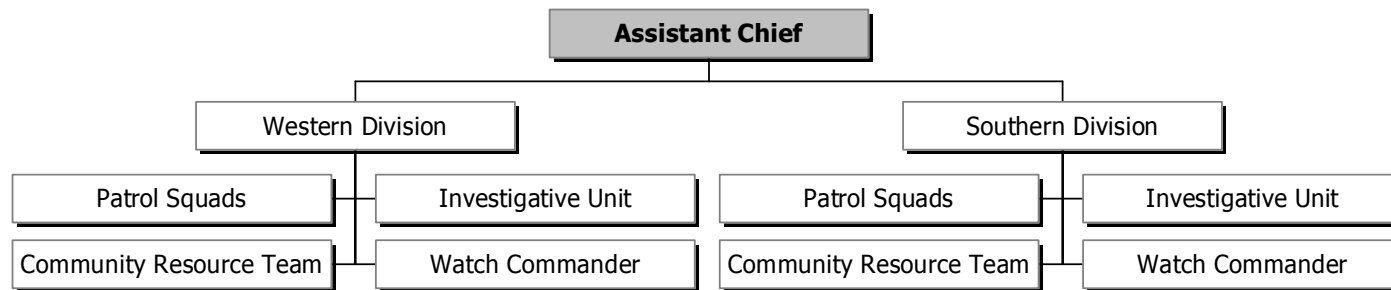
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Investigative Unit

1 Sergeant
1 Corporal
3 Detectives
1 Investigative Aide

The members of the Investigative Unit are responsible for conducting follow-up investigations of crimes that are reported in the area served by the Eastern Division. These crimes are generally of a type that is related to loss of property. These Detectives are supported in their efforts by the Criminal Investigations Division of the Metropolitan Operations Bureau and by the full range of forensic services provided by the Department.

Western Operations Bureau



Western Operations Bureau

1 Assistant Chief of Police
3 Customer Service Representatives

The Western Operations Bureau is commanded by an Assistant Chief of Police, who reports directly to the Chief of Police. The Bureau is composed of two (2) Divisions whose primary responsibilities are to provide patrol services to the geographical area served by the Bureau.

Western Division

1 Captain
2 Lieutenants
1 Administrative Assistant

The Western Division provides police services to an area that includes the residential, commercial and industrial areas to the west and north of the downtown area of the city. The Division accomplishes its mission through the efforts of the following components.

Patrol Squads

8 Sergeants
8 Corporals
56 Police Officers

The patrol squads assigned to the Western Division provide first-level police services to the residents of the community. The patrol squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects and to enforce traffic and other safety-related laws and ordinances. The patrol squads are the most visible evidence of police presence in the City of Greensboro.

Community Resource Team

1 Sergeant
1 Corporal
4 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community.

Investigative Unit

1 Sergeant
1 Corporal
3 Detectives
1 Investigative Aide

The members of the Investigative Unit are responsible for conducting follow-up investigations of crimes that are reported in the area served by the Western Division. These crimes are generally of a type that is related to loss of property. These Detectives are supported in their efforts by the Criminal Investigations Division of the Metropolitan Operations Bureau and by the full range of forensic services provided by the Department.

Southern Division

1 Captain
2 Lieutenants
1 Administrative Assistant

The Southern Division provides police services to an area that includes the residential, commercial and industrial areas to the south and west of the downtown area of the city. The Division accomplishes its mission through the efforts of the following components.

Patrol Squads

8 Sergeants
8 Corporals
56 Police Officers

The patrol squads assigned to the Southern Division provide first-level police services to the residents of the community. The patrol squads are responsible for providing round-the-clock preventative and suppressive patrols designed to minimize the occurrence of crime, to locate and apprehend criminal suspects and to enforce traffic and other safety-related laws and ordinances. The patrol squads are the most visible evidence of police presence in the City of Greensboro.

Community Resource Team

1 Sergeant
1 Corporal
4 Police Officers

The Community Resource Team is responsible for coordinating the Division's efforts to provide police services that are neighborhood-based and focused on a problem-solving orientation. The members of this team are expected to maintain close relationships with the residents of the area they serve and to be familiar with problems and issues that are of concern to the community.

Investigative Unit

1 Sergeant
1 Corporal
3 Detectives
1 Investigative Aide

The members of the Investigative Unit are responsible for conducting follow-up investigations of crimes that are reported in the area served by the Southern Division. These crimes are generally of a type that is related to loss of property. These Detectives are supported in their efforts by the Criminal Investigations Division of the Metropolitan Operations Bureau and by the full range of forensic services provided by the Department

PERSONNEL INFORMATION

Recruiting

Consistent with our Affirmative Action Goals and Objectives, a recruiting team composed of male and female officers, both African American and Caucasian, visit college campuses along the East Coast, seeking the most qualified potential applicants. Schools with a predominately African American or female enrollment are the primary focus of the recruiting team's efforts.

Selection Process

The selection process, which is continually reviewed and updated, includes an extensive background investigation, physical examination, drug testing, polygraph examination, oral interviews, and psychological testing for all police applicants.

Training

Once selected as a police officer trainee, personnel receive 860.0 hours of Basic Law Enforcement Training. The Department is one of only a few local agencies accredited by the State to provide this training. Twenty-five (25) weeks of classroom training is followed by 14 weeks of field training under the guidance of Field Training Officers. Officers continue to receive additional training through the Department's annual in-service training program and through various specialized and advanced training programs.

Career Development

A Career Development Program is designed to broaden the experience of uniformed field personnel through the use of short-term training assignments in specialized units. Career Development also includes voluntary participation in Career Counseling and Career Path training programs.

Employee Recognition

The Department has for many years recognized our employees' achievements in academic and professional areas. This recognition includes a Meritorious Conduct Board to review and recommend awards for meritorious service or exceptional performance of duties. Through this program the Department recognizes the accomplishments of all its employees.

Composition By Assignment/Function

(Authorized Strength – July 1, 2004)

Totals by Bureau/Division			
	Sworn	Non-sworn	Totals
COP	8	5	13
East. Div.	86	5	91
West. Div.	86	5	91
Central Div.	89	6	95
South. Div.	86	2	88
SOD	23	0	23
Vice/Narc	20	1	21
Prof. Stand.	10	3	13
C.I.D.	45	4	49
I.S.D.	47	32	79
O.S.D.	36	13	49
Org. Dev.	7	0	7
Res. Mgmt.	3	9	12
Info. & Tech	1	39	40
Totals	547	124	671

Composition by Race and Sex (Actual Strength - July 1, 2004)

	<u>W/M</u>	<u>W/F</u>	<u>B/M</u>	<u>B/F</u>	<u>A*PI/M</u>	<u>A*PI/F</u>	<u>H/M</u>	<u>H/F</u>	<u>AI/M</u>	<u>AI/F</u>	<u>TOT</u>	<u>%F</u>	<u>%Min</u>
Sworn	337	57	75	19	4	0	10	1	1	0	504	15%	22%
Non-Sworn	25	56	5	38	0	0	0	2	0	0	126	76%	36%
Total	362	113	80	57	4	0	10	3	1	0	630	27%	25%

M: Male
F: Female
W: White
B: Black
A*PI: Asian/Pacific Islander
H: Hispanic
AI: American Indian
%F: Percent Female
%Min: Percent Minority

CRIME IN GREENSBORO

Index Crime

The FBI Uniform Crime Report provides information on the fluctuations in the level of crime. Seven offenses serve as an index for gauging the overall volume and rate of crime. These offenses, known jointly as Index Crime, are Murder, Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Vehicle Theft.

Violent Crime

The Violent Crime category consists of crimes against persons. These offenses are Murder, Non-negligent Manslaughter, Forcible Rape, Robbery, and Aggravated Assault.

Property Crime

The Property Crime category consists of the offenses of Burglary, Larceny, and Motor Vehicle Theft.

Index Crime Information

	Index Crime <u>2001</u>	Index Crime <u>2002</u>	Index Crime <u>2003</u>	Per 100,000 <u>2001</u>	Per 100,000 <u>2002</u>	Per 100,000 <u>2003</u>
Violent	1,992	1,789	1,666	926	832	775
Property	<u>14,023</u>	<u>13,433</u>	<u>13,739</u>	<u>6,522</u>	<u>6,248</u>	<u>6,390</u>
Totals	16,015	15,222	15,405	7,448	7,080	7,165

SPECIAL PROGRAMS

Department Accreditation

In 1979, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®) was created through the combined efforts of four (4) major law enforcement organizations:

- International Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives
- National Sheriff's Association
- Police Executive Research Forum

These organizations continue to serve in an advisory capacity to the Commission and are responsible for appointing members to the Commission's 21-member Board.

CALEA is a **voluntary program** that represents the very best in law enforcement in North America. Its goals are:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Boost citizen and staff confidence in the agency

Benefits to participating agencies:

- Stronger defense against lawsuits and citizen complaints
- Greater accountability within the agency
- Support for government officials
- Increased community advocacy
- Recognition for professionalism, excellence and competence

On November 9, 1986, the Commission on Accreditation for Law Enforcement Agencies awarded accredited status to the Greensboro Police Department...**the first law enforcement agency in North Carolina to be accredited**. This award was the result of over eighteen months of work. The process of self-examination and assessment by independent assessors served to strengthen all areas of the Department and placed the Greensboro Police Department in the forefront of police professionalism.

As a continuing program, the Greensboro Police Department has had the opportunity to demonstrate a commitment to excellence through its participation in the reaccreditation process. The reaccreditation process involves the same level of rigorous self-assessment and independent examination associated with the initial accreditation process.

The Department has successfully completed the reaccreditation process on the following dates:

- November, 1991
- November, 1996
- November, 1999
- November, 2002

Community Oriented Policing

The Greensboro Police Department embraces the philosophy of "Community Policing", focusing its attention on partnerships with the communities it serves. Striving for a cooperative process of identifying police/community priorities, the Department seeks more effective methods of achieving these goals. The Greensboro Police Department recognizes that police "incidents" are symptoms of underlying problems and searches to identify problems on many different scales and in many different dimensions. The Department encourages the use of creativity and imagination by officers of all ranks in its quest to address these problems.

The Greensboro Police Department is committed to the careful analysis of the nature of a problem, identification of alternative solutions, careful selection of the most appropriate solutions and systematic monitoring of the effectiveness of action taken. Community Oriented Policing is omnipresent in the purpose and values of the Department as it strives to improve the quality of life for all the citizens of our community.

Differential Police Response (DPR)

Every year, the Department receives in excess of 300,000 calls for service. Differential Police Response (DPR) is a program that was developed with the aid of the National Institute of Justice. It was designed to manage the method of response to each and every call for service to the Department. DPR is a method used to rapidly identify the particular needs of citizens in non-emergency situations and then assign the call to a unit of the Department (other than patrol), which has been trained and equipped to handle the situation. The result of this program is that uniformed police officers have been relieved of minor non-emergency calls, giving them more time to devote to neighborhood crime or nuisance problems; traffic problems and activities directed specifically toward crime reduction.

Managing Criminal Investigations (MCI)

The Managing Criminal Investigations Program (M.C.I.) is the result of a comprehensive study of the investigative process used by the Department. Encompassing all aspects of investigations, from the preliminary investigation made by a uniformed officer, through follow-up and administrative concerns of clearance or case closure. MCI has improved several areas of case handling within the Department. It has helped to improve preliminary investigations; led to better management of follow-up procedures; improved communication between Patrol and Investigative personnel; contributed to higher clearance rates of cases worked; and revised the actual case reporting and filing systems of the Department. The Greensboro Police Department has historically experienced high case clearance rates in comparison to national and regional averages.

Crime Stoppers

During the late 1970's and early 80's, a program was developed to gain voluntary information from citizens that would help to solve criminal cases. After a highly successful beginning, the program known as Crime Stoppers, Inc., became an effort that spread throughout the United States. In January 1981, the Greensboro/Guilford Crime Stoppers Program became operational. Housed within the Criminal Investigation Division, Crime Stoppers is a program that encourages citizens to provide information leading to the arrest and indictment of criminals via cash rewards and a promise of anonymity for the caller. Crime Stoppers is funded through donations from individuals and businesses interested in assisting the Department in its effort to solve criminal

cases. Since its beginning in Greensboro, Crime Stoppers has led to the clearance of 5,578 cases; precipitated the arrest of 4,793 individuals; and recovered stolen property or narcotics amounting to a total of \$10,031,948.00. This program is an extremely valuable aid in our efforts to clear cases and recover stolen property. In 2003, the Greensboro/Guilford Crime Stoppers Program became the first in the State of North Carolina to exceed \$10 million in recovered stolen property and narcotics.

Community Advisors

The Department has an on-going program designed to improve the police/citizen relationship. This program helps the Department recognize the concerns of citizens in any area of the City, thus allowing appropriate action to be taken to resolve problems or concerns as quickly and effectively as possible. Community Advisors are private citizens who volunteer their efforts and time to make our community as safe and responsive as possible. Meeting at least quarterly, the Advisors are geographically organized by Police Patrol Division.

Community Watch Groups

This program is based upon the premise that citizens have a responsibility to help keep their own neighborhood areas safe. The principal requirement for becoming a Community Watch area is for 70% or more of the residents of the area to participate in the program. They do so by marking their valuables with identifying numbers, allowing a security survey of their homes, participating in area meetings and notifying the Police Department when unusual circumstances exist in their area. After qualifying, signs are erected to notify potential violators that they are in a Community Watch area.

Citizen Ride-Along Program

Private citizens may take the opportunity to observe police operations on a first-hand basis through participation as an authorized passenger/observer in a marked police unit. Private citizens may ride with an officer for a period of six hours (between 7am-2am), once every six months, if they so desire. Other persons such as members of the Police Liaison club, Non-sworn members of the Department, members of the news media, and other law enforcement personnel, may also participate under some restrictions. The program is coordinated through the Police Watch Operations Center and on-duty supervisors within the Eastern and Western Operations Bureaus.

Inner-City Patrol Plan

The Department has initiated a program designed to improve and enhance patrol coverage in the central business district. This program has placed an increased police presence in the downtown area during the peak hours of activity. The basic hours of coverage for this foot patrol are from 7:00 A.M. until 11:00 P.M. The Downtown Foot Patrol Squad frequently flexes its schedule in order to cover special events or address unique problems caused by construction or other activities. The officers of the Downtown Foot Patrol Squad are assigned to Central Division of the Eastern Operations Bureau.

Safety Town

The Greensboro Police Department sponsors this program, which is designed for children aged five and six. The program covers various informative and topical areas such as: The Police

Officer and his equipment; school bus, pedestrian, bicycle, and fire safety; use of automobile seat belts; safety around the home; water safety, gun safety, and stranger safety. Safety-Town is a 20 hour course, conducted in two-hour sessions daily for a period of two weeks. The course utilizes both on-duty and off-duty uniformed police and other public safety officials to instill a positive image of officers within the participants. The program is enhanced through the use of teenage volunteers ages 12 through 16 as instructors. The sessions are conducted at a complete "child-sized city" complete with miniature houses, paved streets, working traffic lights and signs, and small peddle cars to drive around the small city. Safety-Town is located next to Lewis Recreation Center and operates during the summer months.

Officer Ted E. Bear Program

On May 26, 1989, the Greensboro Police Department officially launched the Officer Ted E. Bear Program. To assist officers in providing relief to children who are under stress, each patrol vehicle has been equipped with a teddy bear that can be given to a traumatized child. Research has shown that a teddy bear becomes a symbol of faithfulness, trustworthiness, and loyalty to the child in a traumatic situation. Often, police officers are involved in situations in which small children are innocent victims or witnesses. Although this project is aimed at children, other persons are not excluded if they have a need and this program could be beneficial. This program is supported by donations from individual corporations and private contributors.

Police Neighborhood Resource Center Program

Building on the concept of "Storefront Police Stations," Police Neighborhood Resource Centers (P.N.R.C.s) have been located on-site in apartment communities provided by the Greensboro Housing Authority. Uniformed foot patrol officers and resident volunteers are stationed in the P.N.R.C.s to maximize police visibility and to enhance coordination and referral efforts to secure prevention, education and treatment programs for residents.

The P.N.R.C. concept grew out of the concerns of many residents in public housing communities who have witnessed a proliferation of illegal drugs and related criminal activities that are threatening the stability of their neighborhoods.

The highly successful Police Neighborhood Resource Centers were originally established in four public housing communities located in two police districts: Claremont Courts in District I (now Eastern Division), and Morningside, Ray Warren and Smith Homes in District II (now Southern Division). The success of the effort stems from the commitment of the residents and officers directly involved in the day-to-day operation of the program and the strong coalition of agencies and enterprises at the development stage of the program. Many social and health service agencies of Guilford County, with the guidance and approval of the Guilford County commissioners, formed a partnership to eradicate the drug problems and improve the quality of life in public housing communities. The Greensboro Housing Authority, Greensboro Police Department, Greensboro City Council, Governor's Drug Cabinet, and the Governor's Crime Commission, joined in the effort. The primary funding sources for this effort were the City of Greensboro, Greensboro Housing Authority, and the Governor's Crime Commission.

The P.N.R.C. program has been so successful that the program was extended and expanded. In 1992 The Greensboro Housing Authority provided funding for the Police Department to allow the P.N.R.C. program to become a full time program at one additional site (Hampton Homes), raising the total number of sites to five.

Citizens Police Academy

During the summer of 1992 The Greensboro Police Department offered the first Citizens Academy to City residents who were interested in learning more about police operations and the police department's internal processes.

The basic goal of the Citizens Police Academy is to improve police/community relations through a formalized educational process. While attending the Academy, citizens are presented a wide range of training from the standard training curriculum that is presented in the Greensboro Police Academy. By presenting this program, the Department hopes to provide a broad educational experience, which will acquaint attending citizens with the mission of police personnel, and the requirements of law to which officers must conform while carrying out their prescribed duties.

Police Memorial Week

The United States Congress has designated the week in which May 15th falls as National Peace Officers Week. Since 1976 the Department has held an annual memorial service on the Governmental Plaza to honor the Greensboro Police Officers who have been killed in the line of duty.

In addition to the memorial service the following activities are also held during Police Memorial Week:

- North Carolina Law Enforcement Officers Association Guilford County Golf Tournament
- Greensboro Police Department and Citizen Appreciation Awards Ceremony

Student Outreach And Recruiting (S.O.A.R.)

In January 1999 the Greensboro Police Department initiated the formation of the Public Service Industry Council, a partnership between public service agencies, Guilford Technical Community College and Guilford County Schools. The Council develops and supports both curriculum and training for students who are interested in public service work. This partnership allows students to earn up to twenty-four (24) hours of college credit while still in high school. In addition, upon completion of the program, successful students may attend GTCC, UNCG, or NC A&T and receive tuition assistance. The only stipulation is that they maintain a 2.0 GPA, remain in good standing as far as their attendance is concerned and still have the desire to become a police officer. Each year fifteen (15) high school juniors who follow this curriculum will be selected to participate in SOAR.

During that first year, SOAR team members must demonstrate their commitment by voluntarily participating in training each month. The training focuses on developing the skills that participants will be expected to use during their senior year. Topics of study include Problem Solving, Assuming Responsibility, Verbal Communications, and Report Writing. In each class, instructors will focus on the prevention of crimes and the ultimate goal of making Greensboro a safer and better city. Team members who successfully complete the training year will participate in paid part-time positions throughout the department and in some cases other areas of city

government. Students who successfully complete two years in the program will be evaluated by the Program Coordinator. If their interest in the program is high and they meet the established hiring qualifications for Greensboro Police Officers, SOAR will offer additional opportunities to the students.

Victim of Crime Services

The Greensboro Police Department supports two full time victim advocate personnel. One is assigned to the Criminal Investigations Division, Special Victims Unit and another is assigned to the Juvenile Services Squad.

The Victim Advocates provide assistance and counseling to victims and families of victims of rape, sexual assault, aggravated assault and other crimes. Victims are offered information, counseling and support. Specific services provided by the Victim Advocates include: crisis counseling, assistance with financial claims and compensation filing, criminal justice preparation and orientation, court accompaniment and advocacy, support during medical proceedings, preparation of victim impact statements, on-site death notification assistance, program training for police recruits and police field officers.

Both victims and police personnel enthusiastically support this program, which has proven to be of significant benefit to those who have been victimized by the criminal element in Greensboro.

INTERNAL REVIEW PROCESS

It is the policy of the Greensboro Police Department to investigate all allegations of officer misconduct whether received from a citizen or a member of the Department. The Internal Affairs Section functions as the unit responsible for internal administrative investigations related to alleged officer misconduct. The Internal Affairs Section reports to the Assistant Chief of Police of the Administrative Operations Bureau through the Commander of the Special Investigations Division.

The majority of allegations of police misconduct are received as complaints from citizens. The Police Department has an established Directive entitled, Processing Citizen Complaints, which states the Department's policy regarding citizen complaints of police misconduct. This Directive also outlines a formal procedure for the investigation of citizen complaints. The Department assigns direct responsibility for a thorough investigation of a citizen complaint to the Division Commander of the officer against whom the complaint was filed. The Internal Affairs Section serves as the Department's control mechanism in all investigations of citizen complaints by recording complaints when received, reviewing completed investigations for thoroughness, objectivity and accuracy, as well as establishing and maintaining a complete case file on each complaint.

Internal Affairs Investigators are assigned directly to investigate complaints that involve use of force resulting in serious injury to a citizen, and to conduct administrative investigations of alleged violations of criminal laws or alleged immoral conduct by an officer. In addition, the Internal Affairs Section conducts administrative investigations into certain incidents due to the magnitude and/or sensitivity of the incident, even though a citizen complaint has not been received. Examples of such incidents include call-outs of the Special Response Team, actions of an officer resulting in serious injury or death to a citizen or officer, and other incidents as directed by the Chief of Police.

There are three primary purposes for the Department's policy of investigating citizen complaints against police officers. These are:

- The policy permits citizens to seek redress of their legitimate grievances against police officers when the citizen feels an officer subjected him to improper treatment.
- The policy provides the Chief of Police with an additional tool to monitor an officer's compliance with the provisions and regulations of the Departmental Directives Manual. When violations are established, appropriate discipline, training, and direction may be applied as necessary to correct the problem.
- The policy of investigating all citizen complaints helps perpetuate a positive image and helps ensure the integrity of the Department. The policy also helps protect the rights and interests of private citizens and Departmental members as well.

During the investigation of a citizen complaint, an effort is made to locate and interview each person who may be a witness to, or have information relevant to the incident in question. All the information and evidence is reviewed to determine if the officer's actions amounted to a violation of Departmental Directives. The citizen is notified of the findings by letter. Appropriate disciplinary action is taken where warranted and the Internal Affairs Section maintains a completed file.

As stated previously, the Internal Affairs Section conducts administrative investigations of incidents of unusual magnitude or sensitivity even though a citizen complaint may not have been received. The basic purpose for the administrative investigation is identical to the purpose for the citizen complaint investigation.

These investigations provide the Department with an opportunity to measure the efficiency and effectiveness of its overall performance during the incident and to take appropriate corrective action when necessary. These administrative investigations may involve interviews with officers and citizens, reviews of police radio tapes and transcripts, examination of relevant evidence and a review of applicable policies, procedures and directives. These administrative investigations are filed and retained by the Internal Affairs Section. Investigations involving alleged criminal conduct by an employee are assigned to the appropriate investigative unit within the Department.

Under current city policy, documents in the Internal Affairs files are retained for twenty years after an employee leaves employment with the City of Greensboro. These files are administrative in nature and are kept secure by the Internal Affairs Section. Extensive care is taken to protect the information in the files because employees are compelled to answer questions related to the scope of their employment. In addition, citizens providing sensitive information about possible misconduct of officers are often reluctant or unwilling to have their identities revealed. The files are considered confidential and are subject to review only by persons having a need to know as directed by the Chief of Police or his designee.

DEFINITIONS

The following definitions were used in preparation of the Internal Review Process information:

Activities - Totals that categorize activity for a specific time period to include:

- Citizen calls
- Officer calls
- Part I Offenses
- Part II Offenses
- Misc. Investigations
- Criminal Investigations
- Traffic Arrests
- Traffic Crashes

Arrests - The number of persons taken into custody or issued a citation for having committed a criminal offense, traffic offense or both.

Assaults on Officers - The number of persons arrested for committing a misdemeanor or felony assault upon a law enforcement officer.

Resisting Arrest - The number of persons charged with resisting, delaying or obstructing a public officer in the discharge or attempted discharge of a duty of his office.

Complaint - Information received from a citizen or member of the department, which alleges one or more violations of departmental regulations or law.

Allegations - An assertion of wrong doing concerning Departmental regulations, procedures, and policies, actions taken by Departmental members in the performance of their duties, and other issues which involve the Department and its members.

Use of Force - Shall be any degree of physical action beyond mere restraint. Striking or any form of restraint in which injury occurs shall be considered use of force. Additionally, the pointing of any firearm directly at any person, or the use of Chemical Mace, are considered uses of force.

Sustained - The allegation is supported by sufficient evidence to indicate that the allegation is true.

Not Sustained - There is insufficient evidence to either prove or disprove the allegation.

Exonerated - The incident complained of occurred but was lawful and proper.

Unfounded - The allegations is false or there is insufficient evidence to support the allegation.

**COMPARISON OF ACTIVITY AND COMPLAINT INFORMATION
CALENDAR YEARS 2000 through 2003**

<u>CATEGORIES</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
TOTAL ACTIVITIES	314,813	346,733	337,862	347,483
TOTAL ARRESTS	66,333	66,033	66,212	69,080
ASSAULTS ON OFFICERS	81	48	61	66
RESISTING ARREST	526	748	749	983
COMPLAINTS PER YEAR	91	62	63	44
COMPLAINTS PER 10,000 ACTIVITIES	2.89	1.79	1.86	1.27
Sustained	12.50%	17.00%	25.7%	27.40%
Not Sustained	14.58%	21.00%	13.8%	25.00%
Unfounded	50.00%	46.00%	48.5%	26.20%
Exonerated	22.22%	17.00%	11.8%	21.40%
ADMINISTRATIVE INVESTIGATIONS (Initiated by the Police Dept.)	70	82	102	129
USES OF FORCE PER YEAR	148	159	163	190
USES OF FORCE PER 10,000 ARRESTS	22.32	24.09	24.6	27.50
DISCIPLINARY ACTIONS IMPOSED				
First Level	25	27	51	40
Division Level	16	7	24	13
Bureau Level	2	2	5	9
Department Level	3	3	6	8
Suspended	2	3	3	4
Resigned Prior to Action	0	0	0	0
Demoted	0	1	1	2
Terminated	0	0	2	1
Transferred	0	0	1	2
Revocation of Outside and/or Off Duty Employment	2	0	1	0
Warning of Future Violations	0	0	0	0
Fitness for Duty				

Psychological Evaluation	0	0	1	0
Relieved of Field Training Responsibilities	1	0	0	0

- **Administrative investigations total includes the destruction of animals and reviews/critiques.**

GREENSBORO POLICE DEPARTMENT FINANCIAL INFORMATION

Introduction

The 2004/2005 approved budget for the Greensboro Police Department is \$55,960,980. These funds represent 16.32% of the total funds appropriated by the City of Greensboro for General Fund Expenditures for FY 2004/2005. Based on the City planning department's city statistics for the population of Greensboro (235,262), the per capita cost for police service is \$237.87.

Personal Services and Fringe Benefits

The most significant cost associated with the operation of the Greensboro Police Department is personnel. The expenditures for Personal Services and Fringe Benefits amount to \$43,802,505, or 78.28%, of the Department's total budget. This percentage is consistent with organizations whose primary product is service. Funds which have been appropriated for these expenditures include the payment of overtime and premium pay for holidays. The overtime funds are used primarily for overtime hours associated with off-duty court attendance and special city events such as the Fun Fourth Celebration.

Maintenance Operations and Capital Outlay

These classifications of expenditures total \$12,158,475 or 21.73% of the Department's total budget. The most significant expenditures associated with these portions of the budget are telephone, automotive, uniforms, Departmental supplies, and maintenance.

Budget Allocation by Bureau/Division

	<u>Approved 2004-05</u>	<u>% of Total</u>
Administration	\$ 2,434,195	4.3%
Metropolitan Operations Bureau	\$ 18,477,244	33.0%
Administrative Operations Bureau	\$ 16,005,455	28.6%
Western Operations Bureau	\$ 9,334,628	16.7%
Eastern Operations Bureau	\$ 9,709,458	17.4%
Total	\$ 55,960,980	100%

Budget Allocation by Classification of Expenditures

	\$	
Salaries & Benefits	43,802,505	78.28%
	\$	
Maintenance & Operations	11,774,675	21.04%
	\$	
Capital Outlay	383,800	0.68%
	\$	
Total	55,960,980	100%